STATE OF WISCONSIN

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Department of Workforce Development

LEAN GOVERNMENT
STATUS REPORT
07/11/2012

Lean Government Foundational Efforts

- **Business Analysis Center of Excellence** (BA CoE)– In Progress

  In May of 2012, the DWD Senior Leadership Team approved an internal workgroup's recommendation to create a DWD Business Analysis Center of Excellence (BA CoE). The DWD BA CoE is the home of Business Analysis knowledge, skills, and best practices at DWD.

  The Center of Excellence will provide on-demand process improvement services such as Value Stream Mapping as well as maintain a body of business analysis knowledge. This body of knowledge will include resources related to training, mentoring, shared knowledge, etc.

  Throughout early July, BA CoE champions, Nicci Fite and Melissa Adams will be meeting with program leaders to begin rolling out the BA CoE. On 07/26/2012, Nicci and Melissa will also kick off a series of professional development sessions for individual business analysts. The goal of these sessions is to build the skill set and shared knowledge of staff performing business analysis at DWD.

Lean Government Metrics

- **Strategic Plan Quarterly Report** – In Progress

  On July 19, 2012, DWD will publish its most recent Strategic Plan Quarterly Report. This report is produced by the Strategic Plan Controls Team (SPCT) which is made up of resources from across the department. The team tracks and reports progress against success metrics, and acts as an early warning sign when metrics indicate goals may not be met. Published reports can be found here: http://dwd.wisconsin.gov/strategic_plan/

- **Business Intelligence Team and the Jobs-TRAC Enterprise Dashboard** – In Progress

  The Jobs-TRAC enterprise dashboard project will create a single automated DWD-wide performance management dashboard. This project will automate key performance metrics from the DWD Strategic Plan Quarterly Report, which are currently reported manually. Jobs-TRAC will allow for more real time information related to these metrics. Currently the Jobs-TRAC team anticipates an implementation of the Jobs-TRAC dashboard software in October of 2012.

  The Jobs-TRAC effort is closely aligned with the DWD Business Intelligence (BI) Team efforts. Business Intelligence can generally be defined as the process of turning data into actionable information. The DWD BI Team is currently conducting a business intelligence assessment at DWD. The goal of this assessment is to inventory and assess the maturity of our internal data management practices and infrastructure, as well as to create an action plan for improvement. This team is

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working closely with the Jobs-TRAC team to support the automation of the performance dashboard. This team is also working with each business unit in the department to do the following:
- o Ensure the data consistency and usability of their program data
- o Reduce administration and support complexity
- o Ensure their data can aide in business decisions.

Lean Government Projects

- ▪ **IT Security Accounts Value Stream Mapping** – In Progress

  This project will analyze and improve the process for creating secure log-on identifications for new users of DWD IT systems. In February 2012, a Lean government expert from the University of Wisconsin-Stout's Center for Operational Excellence facilitated a Value Stream Mapping (VSM) exercise with DWD staff. Through this exercise, the team documented the current process and mapped out a plan for a redesigned, more efficient process. Following the exercise, a VSM manager was assigned to ensure that the action plan is implemented and that all stakeholders are informed of the status. Phase 1 of the action plan will be implemented on 07/20/2012. Phase 2 will be implemented on 03/31/2013.

  Current and Proposed Future State metrics

Metric	Current State	Future State	Net Improvement
Lead Time	256.8 hours	85 hours	171.8 hours
Process Time	210 minutes	177 minutes	33 minutes
% Complete and Accurate	7.2%	67.9%	60.7 % improvement

- ▪ **IT Acquisition Process Value Stream Mapping** – In Progress

  This project seeks to analyze and improve the process acquiring new hardware and software for the department. In May 2012, DWD worked with a Lean government expert from the University of Wisconsin-Stout's Center for Operational Excellence to conduct a Value Stream Mapping (VSM) exercise. Through this exercise, the team documented the current process and mapped out a plan for a redesigned, more efficient process. Following the exercise, a VSM manager was assigned to ensure that the action plan is implemented and that all stakeholders are informed of the status. The action plan will be fully implemented on 03/31/2013.

  Current and Proposed Future State metrics

Metric	Current State	Future State	Net Improvement
Lead Time	87.5 days	50.5 days	37 days
Process Time	407 minutes	220 minutes	187 minutes
% Complete and Accurate	1.4%	41%	39.6% improvement

- ▪ **Division of Vocational Rehabilitation (DVR) Self Employment Process Value Stream Mapping** – In Progress

  This project seeks to analyze and improve the process for managing the DVR Self Employment Process. This project is currently in the beginning stage, however, the expected outcomes include:

- o Maximizing positive outcomes for consumers wanting self-employment,
- o Reducing the overall cycle time of the process, and
- o Strengthening counselors' ability to manage the process.

DWD is currently using in-house staff to facilitate this value stream mapping (VSM) exercise. Through this VSM, the team will document the current process and map out a plan for a redesigned, more efficient process. A status update on this project will be available following the completion of the VSM exercise.

- **Human Resources Paperless Hiring Value Stream Mapping**– Tentative start date: 08/2012

  This project seeks to analyze and improve the internal DWD Human Resources hiring process from the customer's request, through recruitment, and to the point of on boarding staff into the payroll system. Anecdotal evidence shows us that the internal hiring process takes approximately four to six months. Through a formal VSM, DWD intends to analyze the process, study the duration and accuracy of the process as well as design an improved future state.

  Currently, DWD is working with UW-Stout to identify a facilitator to conduct the Value Stream Mapping (VSM) exercise. DWD is choosing to use an outside expert for this VSM due to the complex nature of the processes that will be reviewed. Using UW-Stout will also afford an opportunity to internal staff to observe and adapt VSM facilitation techniques. We anticipate having the VSM kick off meeting in early August.

Cultural Integration of Lean Government at DWD:

- **Quality Assurance (QA) Team** – In Progress
  In order to institute a culture of continual process improvement and at the direction of Secretary Newson, a Quality Assurance Team has been created. This team is made up of front line staff that identifies areas with potential opportunities for improved efficiencies and reduced waste.

  Because of the efforts of the QA Team over the last 6 months, DWD has realized operational savings through:
  - reduction in underutilized post office boxes
  - discontinuation of redundant pay stub printing
  - better overtime management
  - regular review and discontinuation of idle voicemail boxes
  - better vendor choices for office paper
  - reduction of leases outside of central office
  - reduction in e-storage volume

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Department of Workforce Development

Project Charter

Project Name: IT acquisition process value stream mapping

Date Chartered: 05/10/2012
Team Leader: Lindsay Barma   **Expected Completion Date:** 03/31/2012

Team Mission: What is the purpose of the team?

This project seeks to analyze and improve the process acquiring new hardware and software for the department. The team will be made up of those who use and manage the current process. The team will work with a Lean government expert from the University of Wisconsin-Stout's Center for Operational Excellence to conduct a Value Stream Mapping (VSM) exercise. Through this exercise, the team will document the current process and map out a plan for a redesigned, more efficient process. Following the exercise, a VSM manager will be assigned to ensure that the action plan is implemented and that all stakeholders are informed of the status.

Team Goals/Measures to be used to quantify progress and determine success.

The team will implement improvements that accomplish the following:

1. Reduction in lead time

2. Reduction in process time

3. Increase in percent complete and accurate

4. Reduction in processing cost

Team Members:
Janie Rodriguez, Bonnie House, Jessica Harlon, Mary Jo Ulschmid, Lindsay Barma, Debra Morhoff, Dennis Daggett, Sally Jackson, Tim Doyle, Melissa Adams

Issues to be addressed: What problems or opportunities will the team solve?

Process stakeholders list the following issues to be addressed.
- Non-value added activity or waste in the process
- Stakeholder confusion surrounding this process
- Overly complicated process
- Difficult to train on the process
- May have unreasonable controls in place today

- Customers are not aware of status of their order and if it is moving along in a timely manner
- Internal procurement system is antiquated, duplication exists to support needs

Expected Results: What will be in place when we are done?
- Cross trained / back up staff
- Reduce the number of approvals and have the "appropriate" level of authorization
- Eliminate or reduce redundancy in the process
- Reduce the decision time for making "standard" purchases
- Documentation outlining standard purchasing process shared online
- Less stressful process for users and managers
- Reduce the number of Purchase Orders issued to reduce processing cost

Support/Resource People: Who will we need assistance from beside the team members?
Sponsors: Steve Mueller, Kurtis Bock, Kitty Reed, Cindy Clayton, Larry Studesville

Responsibilities and Boundaries:
What areas will the team look at?
This team will examine and redesign the IT acquisition (purchase order) process for hardware and software from the customer's informal request to the point the product has been received and the vendor has been paid.

What areas will the team NOT look at?
This team will not address the process for installation of procured hardware or software.

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Project Charter

Project Name: IT security active directory account creation value stream mapping

Date Chartered: 02/01/2012

Team Leader: Cindy Clayton
Expected Completion Date: Phase 1: 07/20/2012, Phase 2: 03/31/2013

Team Mission:
This project seeks to analyze and improve the process for creating secure log-on identifications for new users of DWD IT systems. The team will be made up of those who use and manage the current process. The team will work with a Lean government expert from the University of Wisconsin-Stout's Center for Operational Excellence to conduct a Value Stream Mapping (VSM) exercise. Through this exercise, the team will document the current process and map out a plan for a redesigned, more efficient process. Following the exercise, a VSM manager will be assigned to ensure that the action plan is implemented and that all stakeholders are informed of the status.

Team Goals/Measures to be used to quantify progress and determine success.

The team will implement improvements that accomplish the following:

1. Reduction in Lead Time

2. Reduction in Process Time

3. Increase in percent complete and accurate

Team Members:
Denise Hubbard, Denise Warner, Laurie Mesdjian, Cindy Clayton, Nicci Fite, Melissa Adams, Jon Alesch, Jeff Becker, Sarah Wright, Kurtis Bock, Flo Bayer

Issues to be addressed: What problems or opportunities will the team solve?

Process stakeholders list the following issues to be addressed:
- Incomplete or inaccurate information provided at the request
- Staffing issues:
  o Turnover in Security Officers and no back-ups trained.
  o Large number of retirements.
  o Central office understaffed
- Influx of grant based project hires causes large waves of new ID requests, with high priority

- New requirements (access and background checks)
- Process is manual and passes through many hands
- The turn-around time expectation changed from 2 weeks to 1-2 days
- Tools to use are not appropriate for today's needs
- Interdepartmental dependencies not fully understood

Expected Results: What will be in place when we are done?
- Process that can meet the 1-2 day needs of the customer
- Services understood by those customers asking for them
- Uniform way to identify the needs appropriate for the requests
- Properly trained staff who use and also work within this process
- Simplified access approval
- Reduction in the number of request related emails
- Increased staff availability time to accomplish the other duties of jobs
- Documentation and training of staff
- Cross-trained staff

Support/Resource People: Who will we need assistance from beside the team members?
Sponsors: Steve Mueller & Denny Hopper

Responsibilities and Boundaries:
What areas will the team look at?
This team will only address the process of creating a new account up to the point of the initial user login activation.

What areas will the team NOT look at?
This team will not address the process that modifies current users' access.